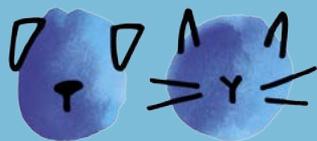


STRATEGIC PLAN 2019-2023

HERE FOR EVERY DOG AND CAT



BATTERSEA

CONTENTS

WELCOME FROM THE CHIEF EXECUTIVE	4
VISION, MISSION, VALUES	10
THEME 1: DIRECTLY HELPING MORE DOGS AND CATS IN NEED	15
THEME 2: REFRAMING RESCUE	19
THEME 3: OUR VOICE	23
THEME 4: INCREASING OUR IMPACT	27
THEME 5: OUR ENABLERS	31
THE ROAD AHEAD	35



WELCOME FROM THE CHIEF EXECUTIVE

Since 1860 from our humble beginnings in a stable yard in Holloway, Battersea has helped over 3 million dogs and cats and built an enviable reputation for being a leader in its field, a driver for change and a champion and a voice for vulnerable animals. In the last decade, we have worked to bring about key changes in the law, such as increased sentences for animal cruelty, and we are recognised for our positive approach to partnership working and sector-wide collaborations, which ultimately help Governments, industry, veterinary, welfare and campaign groups, and the public at large, work together to build a better world for dogs and cats.

As we begin this next five-year Strategy, we are helping in the region of 7,000 animals directly through our existing three centres – but we have a clear ambition to help many more dogs and cats. Throughout the lifetime of the Strategy, Battersea will deliver a significant increase in our charitable impact, with the introduction of new services and initiatives which will help, both directly and indirectly, even greater numbers of animals every year.

At Battersea, we have invested heavily in redeveloping our animal facilities, providing state-of-the-art kennels and catteries and building an exceptional Veterinary Hospital Centre of Excellence. Battersea is now an organisation known world-wide for its expertise, its knowledge and highly skilled practitioners, across both animal and support services. We have built a knowledge centre, invested extensively in our people, their engagement and sense of belonging and their learning and development. We have launched the Battersea Academy and we have looked carefully at capacity building to ensure the infrastructure, facilities and skilled teams we need, are in place and ready to support the roll out of this new Strategy and Battersea's future growth.

The world in which we work

In an ideal world, there would be no need for rescue charities and our vision - where all dogs and cats live in a place where they are treated with compassion, care and respect - would become a reality. However, we do not live in an ideal world, indeed as dogs and cats increasingly become a disposable commodity in some consumer groups, we see them being acquired as toys to play with, or adornments to 'wear' and disposed of as soon as their appeal wears off. Hundreds of thousands of puppies are being bred year on year in the UK and abroad and we have seen the distressing rise of puppy farming and a huge increase in puppies being imported or smuggled into the UK from Eastern Europe. The health risks this poses to both the domestic pet and the human population, from emerging and incoming new diseases, remains unknown at this time, but we are already recording cases of distemper coming back, a serious disease previously eradicated from the UK.

Often such animals will have been poorly bred in commercial 'farms', taken from their exhausted mothers at under eight weeks, given falsified passports and health checks and subjected to long, gruelling journeys to the UK where, if they have survived that far, they will be sold through third party sellers and dealers to an unsuspecting public.

Adult street dogs from Eastern Europe are a new and emerging trend that requires careful monitoring. Many are unsuitable for life in a domestic dwelling, having led a life on the streets, and others are sick or have previously been seriously injured. The ethical and moral arguments are many and varied, so the animal welfare sector will work together with Government to look at the issue in detail. We will seek to ensure that any dogs coming in are suitably well and risk free and that those importers, whomever they may be, are licensed and legal.

The rise of online selling of puppies and kittens, dogs and cats, whilst facilitating an easy and swift connection between genuine buyers and reputable dealers and rescues, also poses significant risk.



**CLAIRE HORTON WITH HER
BATTERSEA DOG PILOT**
“We are now ‘**One Battersea**’
and we are ready for the next
exciting chapter in our history.”

It is a place where illegal traders sell farmed and sick animals for profit. It is also a place where unwitting householders give away family pets to literally anyone who asks, never knowing whether those animals will be heading to a new and happy home or end up as bait for fighting dogs. The internet is a place we all use and we all shop from but for animals for sale there, there is little control and almost no protection.

Designer breeds, not least French Bulldogs and Pugs, are seeing a huge surge in popularity, with the Kennel Club reporting a 3104% increase in French Bulldog registrations over ten years.

With such breeds on the rise and thousands more poorly bred puppies hitting the UK market, we see ever more overbreeding in the rush to meet the growing demand. And with that, we see increasingly complex health issues in the dogs that come into Battersea. These are dogs with airway restrictions requiring what is known as BOAS surgery; bitches with hernias, mammary gland problems, prolapses, exhaustion and behavioural challenges as they have never walked outside or been on a lead, or interacted much with people. All these dogs, both inside our gates and beyond, need Battersea's help. This Strategy will enable us to open our doors directly to them, as well as use our voice and our influence to champion changes in the laws on breeding and animal activity licensing, third party sales and the regulation of rescues and sanctuaries amongst others.

This Strategy will also help use our voice and our highly recognisable media and marketing presence, to help the wider public understand all these issues and how they can make a positive change in how they make their choices, should they wish to relinquish or acquire a new dog or cat. **Reframing Rescue** will be a key objective over the next five years as we seek to show exactly what makes a rescue dog or cat, especially a Battersea animal, so special. 'Rescue is Best' will become a mantra for our sector and Battersea will drive forward plans for a UK-wide **National Rescue Week**.

In order to ensure we reach people across the UK, we will establish **Battersea Communities**, comprising of networks of trained volunteer animal carers in defined locations, providing direct rehoming without the need for a physical centre. Local events, a strong online presence and a commitment to partnership working with local charities, authorities and other groups, will help to promote the benefits of pet ownership and animal companionship.

The Battersea Academy was established in late 2018 and has been much welcomed across the welfare world. We will work to extend Battersea's knowledge and experience to our colleagues across the rescue sector world-wide. Delegations come to us from across the UK and as far afield as Australia and all are wishing to understand how to manage their large-scale animal housing and their operations better. The Academy will play a major part in expanding our reach and impact, by advising and helping the work of hundreds of rescues and thereby improving the lives of tens of thousands of dogs and cats over the next five years and beyond.

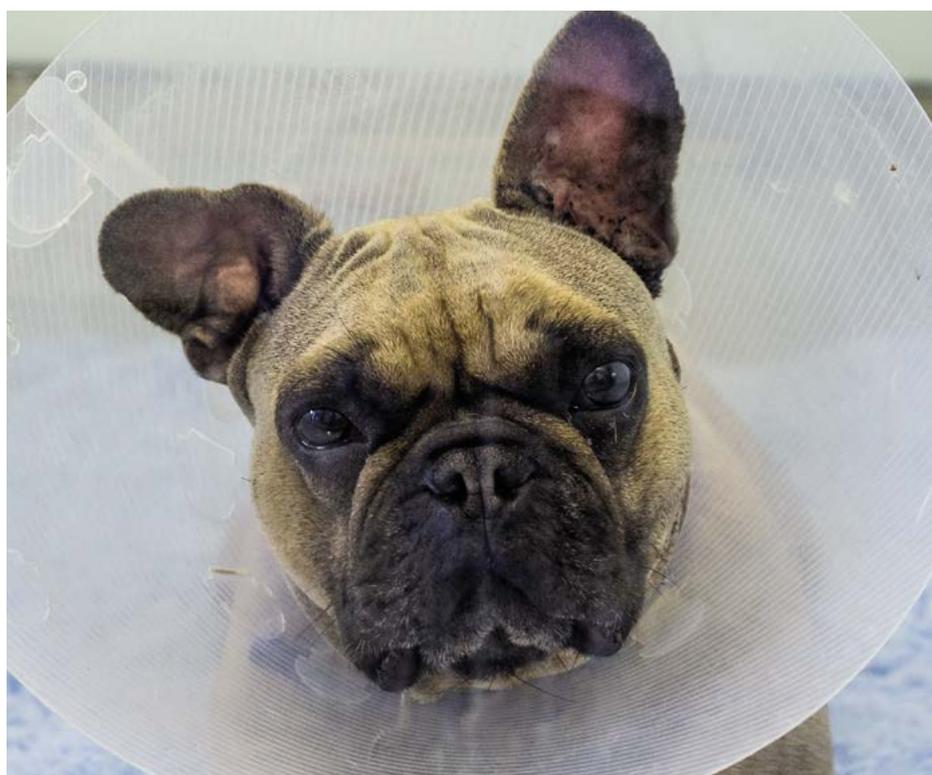
We recognise that rehoming customers, those relinquishing an animal, our donors and supporters - need different things and we will work over the course of this Strategy to ensure we uplift their experiences to give them the very best possible appreciation of Battersea, our animals and what we do.

We will respond to our increasingly digital world and create simpler ways to engage with people who want to rehome or relinquish animals, donate, fundraise, work with us or get involved in volunteering or events. We will make **better use of technology** and make operational changes to ensure a customer-focused, innovative approach to meet customer expectation while maintaining our Battersea Values.

The barriers to pet ownership are of great concern to Battersea, with owners in situations which force them to give up either an existing, much-loved pet or the idea of acquiring one in the first place. We want to help restore or enable pet ownership – working to help reduce barriers alone or in partnership with others, so that no one must give up their pet unwillingly or unnecessarily.

Our **Pet Friendly Properties Campaign** will see us working directly with Local Authorities and Housing Associations to encourage social housing landlords to adopt more pet friendly policies and allow pet ownership to become the norm.

Battersea and Beyond - This exciting and bold Strategy places Battersea not only at the forefront of rescue in the UK, but firmly on the world stage, as we extend our reach to help dogs and cats and the people and practitioners that care for them, everywhere.



Designer breeds are seeing a huge surge in popularity, which has led to more dogs coming to Battersea with increasingly complex health issues.

By 2023 we will have:

- Helped 320,000 dogs and cats through our existing and new centres; our Battersea Communities; the Battersea Academy; our grant giving programme; by increasing the rescue sector's share of the pet acquisition market; and other initiatives.
- Increased the number of Battersea centres we operate, whether through acquisition or merger.
- Further enhanced Battersea's reputation as a sector leader and expert, through the delivery of the Battersea Academy at home and abroad.
- Increased our partnership working to enable shared campaigns and rescue activities.
- Reframed Rescue and made it a more compelling proposition for public choice.
- Increased the prominence of the UK rescue sector, leading to tens of thousands of additional dogs and cats adopted from rescue centres annually.
- Raised standards in UK dog and cat breeding practices by working collaboratively to enshrine new animal licensing laws and established a regulatory framework for animal rescues, rehoming centres and sanctuaries.
- Helped more dogs and cats by connecting more people with pets, by identifying wide ranging opportunities to champion the human/animal bond.
- Promoted and reinforced our One Battersea approach internally, with continued, collaborative working between teams and across all centres.



Claire Horton Chief Executive

This Strategic Plan has the health and welfare of dogs and cats at its core. Before agreeing any of the activities within it, we asked ourselves the critical question, **“Where is the dog or cat in this?”** Where we see Battersea can make a significant and real difference to the lives of individual and collective animals by undertaking a particular activity, then it has been included.



VISION MISSION VALUES

Our Vision, Mission and Values are not just words, they are the embodiment of everything we do, everything we are and everything we hold dear.

VISION

Battersea is here for every dog and cat, and we believe they should have the chance to live where they are treated with compassion, care and respect.

MISSION

We aim never to turn away a dog or cat in need of our help, ensuring they receive the best care possible no matter how long it takes to find them a place to live. We are experts in championing and supporting vulnerable dogs and cats, creating lasting change for animals and those who care for them, wherever they are.

CARE



External

We are passionate about the welfare of dogs and cats, and all of our work is inspired by the needs of, and our love for, animals.

Internal

We are passionate about each of us being the best that we can be, about the quality of our work, and about achieving high standards.

EXCELLENCE



External

We have been working tirelessly to provide shelter for animals for over 150 years. We are one of the oldest animal charities in the world and the knowledge and experience we have gained has made us credible leaders in our field.

Internal

We work to achieve excellent results and outcomes through continuous learning and development and by leading, inspiring, motivating, managing and developing teams, individuals and ourselves to achieve the highest levels of performance.

DETERMINATION



External

We deal with some of the most challenging situations that impact the lives of dogs and cats. We seek to tackle problems at source by working actively with communities and wider society, challenging misconceptions and encouraging owners to take responsibility for their pets and treat animals humanely. We will not shy away from difficult issues.

Internal

We embrace change and are proactive, creative and innovative in suggesting and implementing new and improved ways of working.

RESPECT



External

We treat all animals and people with respect and dignity.

Internal

We respect and value the contribution of all individuals and teams, working constructively and collaboratively together to achieve positive outcomes.

INTEGRITY



External

We are trustworthy. We are indebted to our supporters and greatly value all the donations given to us, ensuring they are carefully spent on providing the best possible future for animals.

Internal

We are responsible, accountable, efficient and effective in all that we do, by communicating openly, honestly and constructively.

COMMITMENT



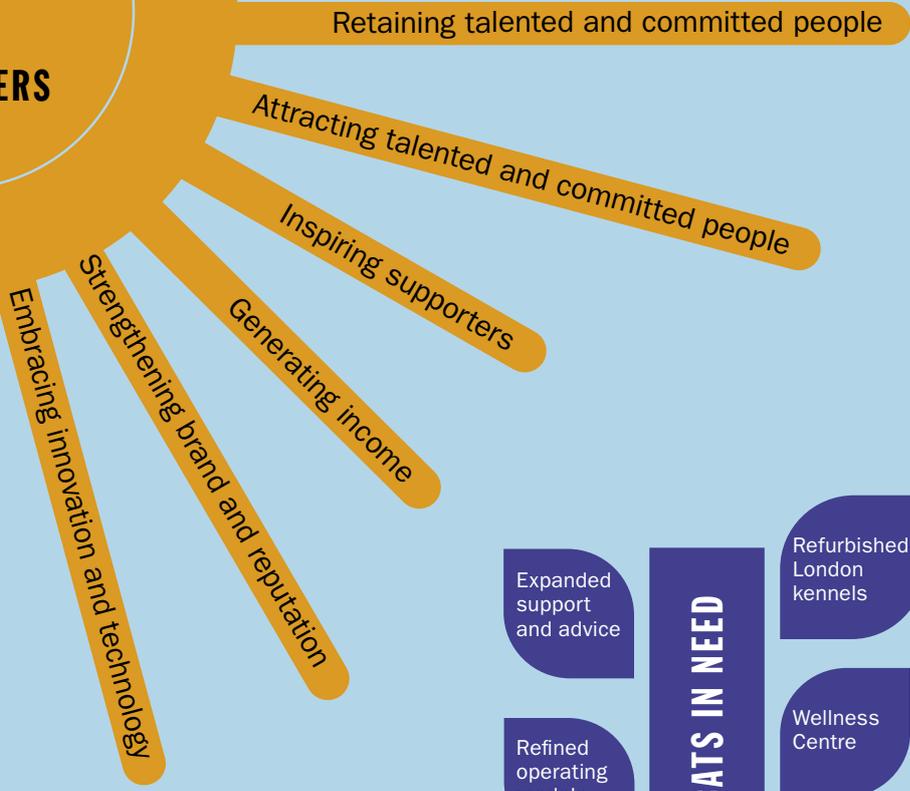
External

We strive to find every dog and cat a permanent, loving home. We put no limit on the time an animal stays with us, and we will never put an animal to sleep unless significant medical, safety or legal reasons compel us to do so. Our staff and volunteers are hugely committed.

Internal

We focus on and are committed to the impact of our work and the difference that we can each make.

OUR ENABLERS



- Animal Carer Network
- Partnership working
- Online presence
- Calendar of local events

BATTERSEA COMMUNITIES

- Community fundraising
- More rehoming
- Promoting pet ownership



- Expanded support and advice
- Refined operating models

DIRECTLY HELPING MORE DOGS AND CATS IN NEED

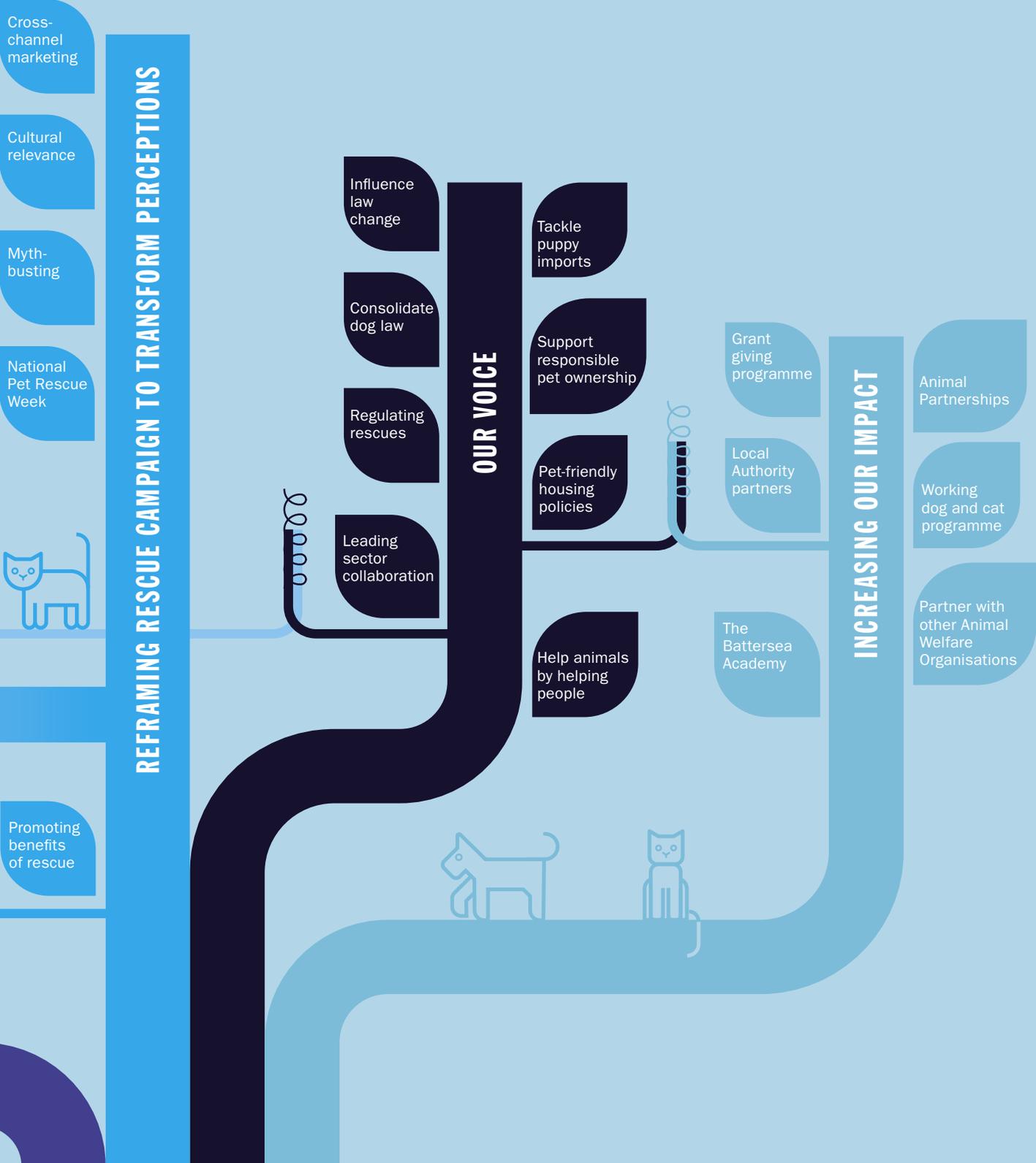
- Refurbished London kennels
- Wellness Centre
- New Old Windsor facilities
- Heritage Centre
- Enhanced customer experience

GENERATIONAL CHANGE

- Influencers
- New partnerships



STRATEGIC PLAN



IMPACT

We will help 320,000 dogs and cats through:

- Our existing and new centres
- Our Battersea Communities
- The Battersea Academy
- Our Grant Giving programme
- Increasing the rescue sector's share of pet acquisition market
- Other initiatives.



THEME 1: DIRECTLY HELPING MORE DOGS AND CATS IN NEED

THROUGH SERVICE EXPANSION, INNOVATION AND CONTINUOUS IMPROVEMENT.

The opportunity now exists for Battersea to increase its impact still further, by directly helping a greater number of dogs and cats, year on year. We will do this despite the challenge of an increasingly competitive external pet marketplace, which has seen an explosion in online pet sales in response to strong consumer demand for puppies, kittens and designer breeds which has exceeded all expectations.

We will expand and innovate in our service delivery, developing operating models and practices that further enhance and promote animal welfare but which, at the same time, are customer-focussed. We will build on our trusted and globally-recognised brand, and leverage the opportunities provided by digital and other technologies. We want to take the joys and benefits of pet ownership to new communities and individuals, provide a viable alternative to private, online pet sales and, in so doing, drive demand for Battersea's dogs and cats.

WHAT WE'LL DO

Further improve our animal services

- Complete our facility improvement programme across our existing three sites to include:
 - Major refurbishment of the Prince Michael of Kent Building, including expansion of cattery facilities.
 - Wellness Centre, complete with hydrotherapy and enhanced grooming facilities in London alongside an indoor exercise and demonstration arena.
 - New dog intake kennels, exercise and customer spaces at Old Windsor.
- Continue to review our behavioural assessment and modification programmes and our clinical services to minimise the time it takes to prepare an animal for rehoming and thereby maximise the number of animals we can help each year.
- Refine our operating models and harness technological opportunities to ensure that bringing in and rehoming a Battersea animal is as straightforward, quick and convenient as possible.
- Expand the support, training and advice we offer to new and existing pet owners.

GIVING ADVICE IN THE CATTERY

Our staff and volunteers offer expert advice to potential rehomers.

Expand our animal intake and rehoming services

Reach new rehoming markets and help more dogs and cats in need by opening additional centres during the lifetime of this Strategy.

- New centres will be opened only where and when a clear need is identified and where we are satisfied that an unfulfilled rehoming market exists for our dogs and cats.
- We are likely to be particularly interested in opportunities to acquire or merge with existing rehoming centres and organisations, where Battersea can invest resources and expertise to deliver greater charitable impact. All additional centres will be integrated into the Battersea estate and it is expected that each centre will enable us to directly help at least an extra 1,000 animals annually.

Establish Battersea Communities

Whilst many people are willing to travel to one of our three centres, we want to expand our influence and impact beyond our traditional catchment areas. By working at a local community level, we can bring Battersea to new audiences and enable more people to interact with us and benefit from our services, and with greater ease and convenience.

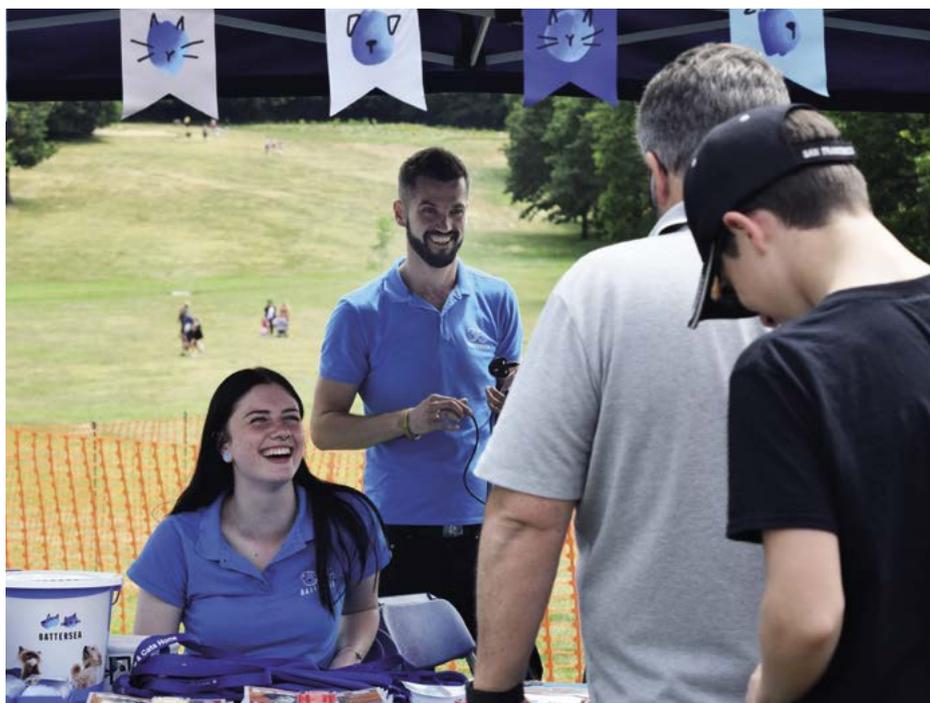
- We will establish Battersea Communities, comprising of networks of trained volunteer animal carers, in defined locations, providing direct rehoming without the need for a conventional physical centre. Local events, a strong online presence and a commitment to partnership working with local charities, authorities and other groups will help to promote the benefits of pet ownership and animal companionship.
- We plan to establish two new Communities in each year of this Strategy.
- Once established, each Community is expected to rehome at least 100 animals annually, raise the local profile of Battersea and attract new supporters.
- Alongside these communities, we will continue to develop our existing partnerships with other rescue organisations which enable us to help dogs and cats in need in other parts of Britain.

Enhance customer experience

- Provide the most customer-friendly, convenient and straight-forward service possible for those seeking to source or relinquish a pet.
- Improve the experience of the many customers and visitors to our sites by creating a Heritage Centre in the Whittington Lodge at our London site to record, display and celebrate the work of Battersea since 1860, as well as promoting its contemporary relevance and the importance of animal welfare today.

WHAT DIFFERENCE WILL WE MAKE?

- Battersea will always be here for any dog and any cat in need of help, and we will maintain our non-selective approach to our animal intake.
- Our existing three centres will continue to directly help at least 6,000 animals annually and we will strive to increase this number where we can, through operational and service improvements.
- Any new centres will each help at least an extra 1,000 animals annually.
- Our Communities programme is expected to help more than 2,000 animals over the next five years.



CREATING BATTERSEA COMMUNITIES

Promoting the benefits of pet ownership as well as attracting new supporters.

**RESCUE
IS BEST**



THEME 2: REFRAMING RESCUE

PRESENTING RESCUE AS A COMPELLING PROPOSITION.

The issue

We are truly a nation of animal lovers, with around nine million dogs and eight million cats owned as pets across the UK, and those numbers are set to increase. Rescue animals, however, are not always people's first choice, and consumer demand for puppies, kittens and designer breeds continues to grow. Over the period of the next strategy we want to change society's perceptions and reposition rescue as the desirable, responsible choice for a pet, encouraging all generations of animal lovers to think 'rescue is best'.

The majority of pets are now sourced from breeders, dealers and online private sellers. We recognise the need to offer those interested in acquiring a pet the ease and convenience provided by online marketplaces, and this is reflected in other parts of our Strategy, through enhancements to our operations and digital offer. But whilst there are still waiting lists of unwanted dogs and cats seeking permanent loving homes, Battersea has a vital role to play in growing the rescue sector and delivering better outcomes for more dogs and cats.

As a sector leader, Battersea will launch a long-term marketing campaign, positioning rescue positively as the most compelling, responsible and relevant place for those seeking a dog or cat, either now or in the future. We will capitalise on trends in anti-consumption and ethical sourcing, to build the cultural relevance of the sector as a whole. We will tell compelling stories of rescue animals and celebrate their personalities and imperfections; actively work to dispel myths associated with breed and age; and clearly articulate the benefits and safeguards which adopting from a rescue provides. We will develop imaginative and effective marketing activities across a mix of channels to drive lasting attitudinal and behavioural change. And we will use the collective strength of our sector to cement this change, working collaboratively with our sector colleagues on new activities, such as a National Pet Rescue Week.

We also want people to be inspired to think 'rescue first' if they're faced with circumstances that mean they must relinquish their pet, and we will work to ensure they feel confident that they can do so without judgement. By so doing, we will increase diversity in our intake of animals.

Engaging with younger animal lovers is crucial to drive generational change in the way rescue is perceived and supported, and we will ensure we widen our audience base to create a sustainable future for rescue.

Our ambitious goal to Reframe Rescue will permeate through all we do, raising visibility of rescue as a cause worth supporting, benefitting both the wider sector and Battersea, and making the greatest possible difference to dogs and cats everywhere.

WHAT WE'LL DO

Battersea will work to reframe the perceptions of the public toward rescue and seek, in doing so, to help more dogs and cats live where they are treated with compassion, care and respect.

Lead a Reframing Rescue campaign which will:

- Transform the way society views rescue and build the cultural relevance of the sector through a long-term, cross-channel marketing campaign.
- Address misconceptions and bust myths associated with breed and age.
- Bring rescue generally, and Battersea specifically, to the front of mind for those looking to acquire or give up a pet dog or cat.
- Bring the sector and the nation together through a National Pet Rescue Week, from 2020.
- Raise visibility and the importance of rescue as a cause for support for animal lovers everywhere.

Challenge the trend for designer breeds and private online sales by:

- Celebrating rescue and promoting the tremendous value we offer, including the benefits of Battersea's detailed behaviour and medical assessments, our matching processes and our post-rehoming support.

Promote 'rescue first' for those seeking a new home for their pet by:

- Highlighting Battersea's expertise, our state-of-the-art facilities and our Animal Charter, establishing us as a trusted alternative to selling an unwanted pet online.

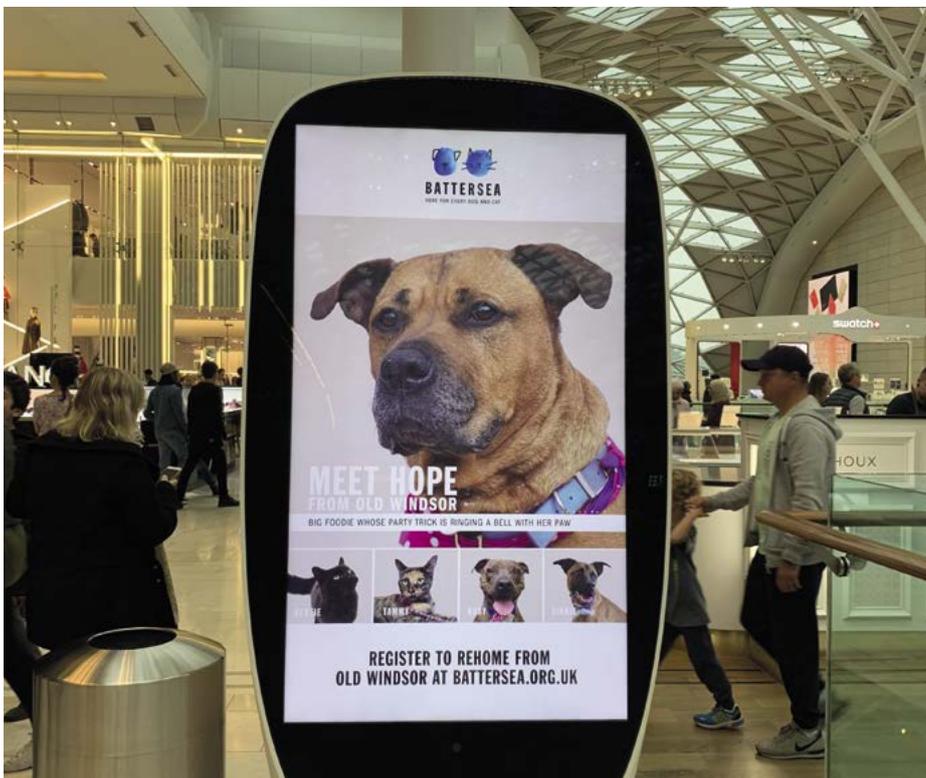
Create generational change for rescue through:

- Creating new content and opportunities to reach, inform and inspire engagement amongst young people through a growing range of channels and partnerships.
- Encouraging influencer activity, including through digital channels, aimed at increasing audience diversity.

WHAT DIFFERENCE WILL WE MAKE?

We will:

- Increase the UK rescue sector's share of the pet acquisition market by 5%, leading to tens of thousands of additional dogs and cats adopted from rescue centres annually.
- Raise awareness of the positive benefits of rescue and rehoming to create a well-informed public.
- Build Battersea's position as expert, credible, relevant and trusted.
- Expand Battersea's supporter base.
- Increase public awareness of issues related to private and commercial online sales, including health and welfare, and what to consider when acquiring a pet.
- Increase the mix of animals we receive as a result of expanding our intake audience and growing the numbers of animal partners we work with, while maintaining our non-selective intake policy.
- Increase awareness, engagement and support among younger audiences to create lasting generational change and secure a strong future for rescue.



SPREADING THE WORD

We will work to raise the visibility and importance of rescue as a cause for support.



THEME 3: OUR VOICE

TACKLING ANIMAL WELFARE ISSUES AND REMOVING BARRIERS TO GREATER PET OWNERSHIP.

The issue

Battersea has a respected, authoritative and influential voice with a proven record in bringing about policy and legislative change to benefit animal welfare.

There remain issues that compromise dog and cat health and welfare and we seek to influence policy and decision makers, Parliamentarians and other key stakeholders in all nations to bring about positive - including legislative - change for animals. We will continue to work collaboratively, including developing a proportionate regulatory framework for the rescue sector, to ensure high standards of animal care.

Battersea will also continue to play a leading role in animal welfare, through our key positions in the Association of Dogs and Cats Homes (ADCH), the Canine and Feline Sector Group (CFSG) and in Government on Defra's Animal Health and Welfare Board for England (AHWBE).

In the lifetime of this Strategy we will help tackle areas of concern in animal welfare. We will continue our focus on the breeding and sale of dogs and cats, including highlighting the problem of commercially imported, poorly-bred and sick dogs and cats from overseas, to satisfy a UK market hungry for puppies, kittens and designer breeds. We want to see legislative change to clamp down on the international puppy and kitten trade, and the animal and human health risks associated with it. We will help Government understand the impact of these issues and work with Government and sector colleagues to develop solutions and options for change. We will work with colleagues in shaping the education, information and awareness messages to guide the public to acquire a pet from a responsible, UK rescue or breeder that does not put profit ahead of welfare.

We will work to help reduce or remove barriers to responsible pet ownership wherever appropriate. We want to see the pet ownership market expand, so more animals can find homes and more people can experience the joy and associated health, social and community benefits that is borne of living with an animal.

We want to tackle some of the issues that see animals coming into Battersea in the first place. A key focus will be the consequences of the decline in home ownership and the corresponding growth in the rental market, which has led to many tenants being forced to give up either an existing, much-loved pet or the idea of acquiring one in the first place. We will work with social housing providers to help reduce barriers to pet ownership.

Along with other animal welfare organisations, Battersea recognises the importance and increasing prominence in public debate of the human/animal bond and that we can help more animals by helping people. Pet ownership is declining amongst those aged over 65, an age group particularly susceptible to social isolation. Dogs and cats can help combat loneliness and we will support the Government's Loneliness Strategy by seeking opportunities to connect more people with pets for mutual benefit. We will continue to work with diverse organisations where we identify there is an opportunity to come together to improve the lives and rehoming opportunities of dogs and cats.

We will work to help reduce or remove barriers to responsible pet ownership wherever appropriate.

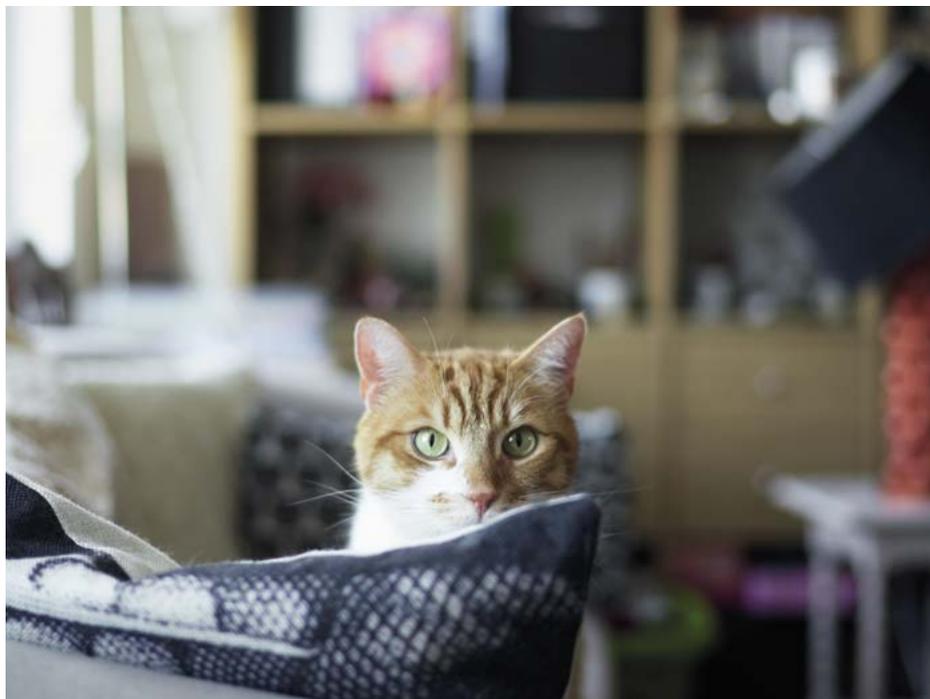
WHAT WE'LL DO

- Identify, research and monitor new and emerging welfare issues of concern and barriers to pet ownership, making best use of available evidence and taking a collaborative approach, where appropriate, to help shape Battersea and the sector's response to such issues. This includes efforts to consolidate or improve existing welfare legislation.
- Roll out fully our evidence-based Pet Friendly Properties Campaign during 2019, to increase opportunities for pet ownership amongst social housing tenants and advocate the benefits of more pet-friendly housing policies at local and national Government levels. Provide advice and assistance to Local Authority and other social housing providers in the development of pet friendly tenancy agreements and deliver training courses to prospective pet owning tenants on responsible dog and cat ownership.
- In collaboration with key partners, seek to end the irresponsible commercial importation of dogs and cats to the UK through legislative change and encourage and inform the public on how to acquire pets through more responsible channels.
- Continue to influence the delivery of a proportionate regulatory framework for the rescue sector, raising standards within the UK dog and cat breeding industries.
- To enable us to help more animals we will champion the importance and potential impact of the human/animal bond, the human-related benefits of pet ownership and we will promote more pet-friendly cities.
- Continue in our support of and our commitment to, the ADCH, helping the Association to grow, increase its membership, support the roll out of licensing of rescues and sanctuaries and by doing so, increase Battersea's impact and contribution to raising standards of animal welfare in rescues nationally.

WHAT DIFFERENCE WILL WE MAKE?

We will:

- Help more people become pet owners by reducing barriers to pet ownership, including in rented accommodation.
- Create more rehoming opportunities through promotion of pet ownership and associated responsible pet ownership activities.
- Reduce the number of sick, badly bred dogs and cats commercially imported by highlighting the associated health risks, and campaigning to ban irresponsible international trading.
- Raise standards in UK dog and cat breeding practices by working collaboratively to enshrine new animal activity licensing laws and establish a regulatory framework for animal rescues, rehoming centres and sanctuaries.
- Help more animals by connecting more people with pets, by identifying opportunities to champion the human/animal bond.
- Ensure that legislative changes that Government commit to are brought into law in a timely manner.





THEME 4: INCREASING OUR IMPACT

HELPING MORE ANIMALS BY WORKING IN PARTNERSHIP WITH OTHER DOG AND CAT WELFARE ORGANISATIONS IN THE UK AND AROUND THE WORLD.

The issue

Battersea is able to provide expert care to the animals that come into our centres, through our highly trained, talented people, first class facilities and thanks to the ongoing and generous support of our donors. But many rescues in the UK and overseas are less fortunate and are doing the best they can with sometimes extremely limited resources and access to training. Frequently these organisations look to Battersea for help, advice and expertise. By providing training and financial support to these organisations, we enable them to work effectively, efficiently, sustainably and to the highest possible welfare standards, and we have a positive, lasting impact on even more dogs and cats, year after year.

In 2018 we created a new and exciting initiative known as the Battersea Academy, a centre for professional development for animal welfare practitioners anywhere in the world. Through the provision of world class training and education programmes, covering animal welfare principles, models and approaches, the Academy can help transform the ways in which smaller rescue centres in the UK and abroad operate. Animals and moreover the practitioners that care for them, benefit significantly.

We will grow the reach and range of the Academy, throughout the lifetime of the new Strategy, with ambitions to become a leading global resource and learning centre for the animal welfare sector. In addition, we recognise smaller rescues' ability to improve the outcomes for the animals in their care can be limited by the availability of adequate finances. So, alongside the Academy, we have launched a grant giving programme to help such organisations become more sustainable. There will be two giving rounds per year for the duration of this Strategy.

We will collaborate with the Government's GREAT initiative, promoting Battersea as an example of British expertise and excellence. This will support the work of Battersea on the international stage and the Academy in particular.

To maximise the number of animals in need we help across Britain, we have established over 30 animal partnerships. We will continue to increase these collaborative working arrangements with other rescue centres and Local Authorities.

We have established a Working Dog and Cat Programme for those animals which would thrive outside of a typical home environment. The scale of the UK's street and feral cat population remains a concern and Battersea is receiving an increasing number of cats unsuitable for rehoming in a conventional, domestic environment. We will collaborate with fellow members of the Cat Population Control Group, including providing financial support, to help reduce the UK's burgeoning cat population through earlier neutering.

We are also committed to helping more animals by exploring exciting new strategic partnership opportunities with veterinary care and insurance providers, to support affordable access to vital animal health care for the most vulnerable pet owners in society.

WORKING DOGS AND CATS

We will expand our Working Dog and Cat Programme to find alternative outlets for animals that aren't suited to a domestic home.

WHAT WE'LL DO

To extend our impact to help more dogs and cats in other rescues and organisations in the UK and overseas, we will work to influence and support the practices of such partners.

Through the Battersea Academy engage with animal welfare, rehoming and rescue organisations in the UK and overseas to:

- Extend our impact to dogs and cats around the world, with our Academy and Grant Giving Programme, reaching 220,000 animals over the next five years, as we promote improved health, welfare and rehoming to other rescue organisations.
- Develop new Academy programmes to meet market demand for training and skills and to improve partners' sustainability, including in the areas of volunteer management, fundraising, PR, social media and influencing.
- Develop the delivery of additional Academy programme content online and provide accredited training.
- Expand the range of products and services offered by the Academy, to include the establishment of alumni networks and communities of best practice, manuals and online resources.
- Establish the Academy as a source of research, so the Academy is recognised as a leading animal welfare global resource and learning centre.
- Expand our Grant Giving Programme to provide targeted financial support to qualifying dog and cat welfare organisations to help them work to the highest possible welfare standards, caring for more animals or delivering positive change for animals.
- Collaborate with the Government's GREAT initiative, promoting Battersea worldwide and the Academy in particular.
- Generate income through delivery of relevant Academy training to the commercial sector.

Increase our strategic partnerships with other animal welfare, rehoming and rescue organisations in the UK and overseas to:

- Expand our Working Dog and Cat Programme, to find suitable alternative outlets for an increasing number of animals whose welfare needs are unlikely to be best met by a traditional domestic home.
- Continue to expand our Animal Partnerships Programme, working collaboratively with Local Authorities and animal rescue and welfare organisations, including taking in dogs and cats in need of help from across Britain when we have capacity to do so.

- Promote public education messages relating to the benefits of earlier cat neutering.
- Explore opportunities to establish or support 'Trap, Neuter, Return' (TNR) programmes in partnership with sector colleagues, to manage populations of feral cats in identified areas where there is a clear need for such an intervention.
- Seek strategic partnerships with veterinary and insurance providers to ensure access to clinical care is affordable and accessible to all pet owners.

WHAT DIFFERENCE WILL WE MAKE?

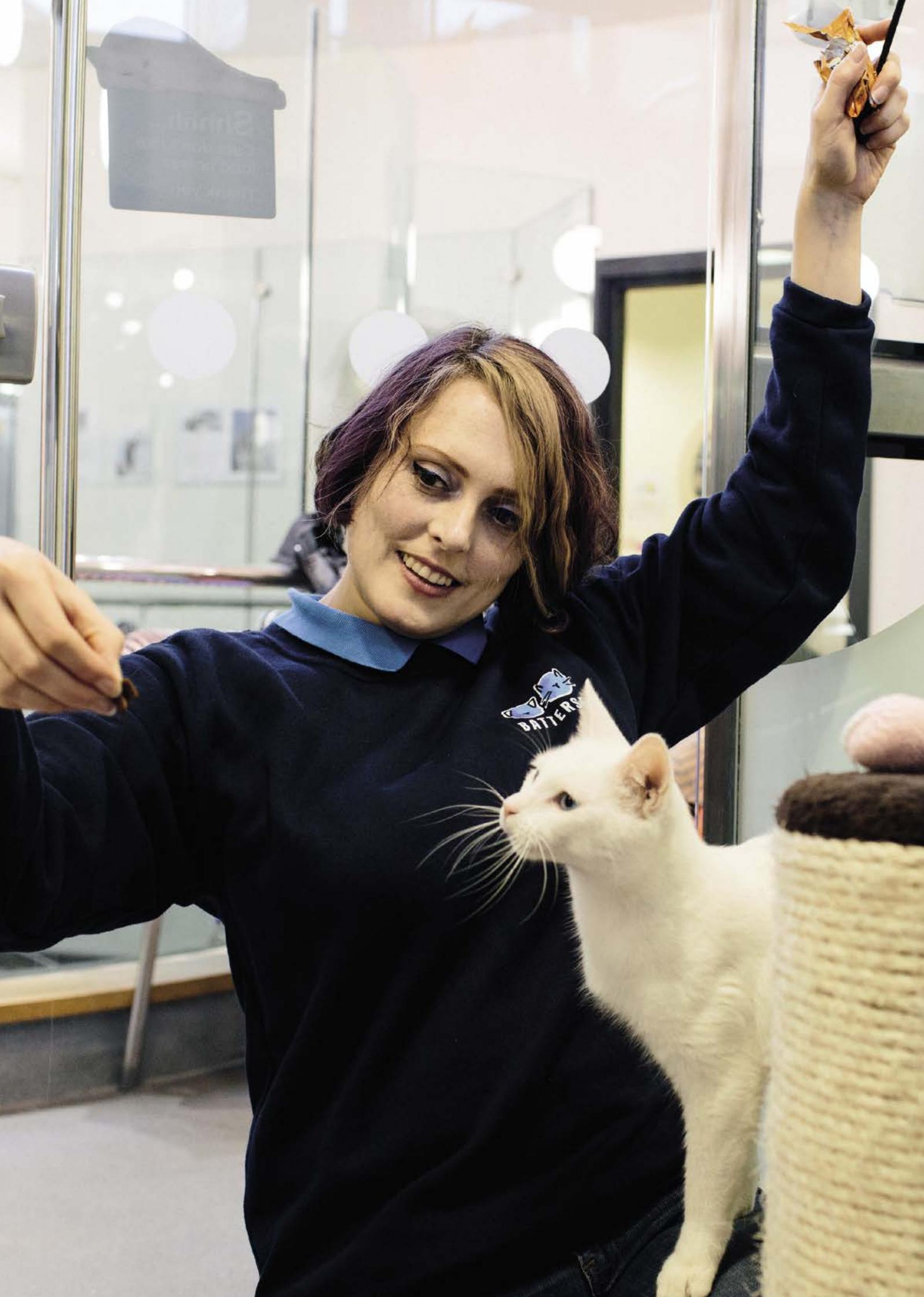
We will:

- Extend our impact with the Battersea Academy reaching an additional 220,000 dogs and cats in the next five years, to achieve positive outcomes, including improved health, welfare and rehoming opportunities.
- Further enhance Battersea's reputation as a sector leader and expert, through the delivery of the Battersea Academy at home and abroad.
- Increase Battersea's global impact on animal welfare through partnering with the Government's GREAT initiative.
- Deliver positive outcomes for more animals and the organisations who care for them by developing strategic partnerships with veterinary and insurance providers.
- Increase the number of rehoming opportunities for dogs and cats who thrive outside a typical home environment.



BATTERSEA ACADEMY

Over the next five years, the Academy's work will help over 220,000 dogs and cats.



THEME 5: OUR ENABLERS

ENSURING OUR PEOPLE, INCOME, TECHNOLOGY AND SYSTEMS SUPPORT THE EFFECTIVE DELIVERY OF THIS STRATEGY, RECOGNISING THEIR VITAL IMPACT AND CONTRIBUTION.

The issue

Battersea's ability to successfully implement this exciting and ambitious Strategy is dependent on our committed staff and volunteers, supported by effective technology, systems and processes and the ongoing generosity of our supporters.

Attracting, developing and retaining talented people

We will continue to attract, develop and support skilled and highly engaged people, encouraging and enabling diversity and inclusion, continuing to invest in their learning and development, supporting their wellbeing and maintaining our sector leading levels of employee engagement.

Our skilled staff, volunteers and foster carers are at the heart of Battersea – they embody our values and are absolutely committed to the achievement of our vision through their work.

We are incredibly grateful for our volunteers and foster carers, who donate over 140,000 hours each year. Our achievement of the Investing in Volunteers quality standard will support the continued growth in the numbers of volunteers and foster carers who donate their time to us and their impact across Battersea.

Our One Battersea way of working will continue to be crucial to developing and sustaining collaborative connections across our organisation and will be a key enabler of our geographical expansion.

Utilising the profiles, reach and individual influence of our high-profile supporters and Ambassadors, as they continue to offer their generous assistance in promoting and driving awareness to Battersea and our work, including identifying suitable celebrity campaign 'faces', that will attract and command interest from target audiences.

We will continue to ensure our Governance of the charity operates at the highest level; that our Board of Trustees and executive team work collaboratively and cohesively together to deliver the Strategy and the best outcomes for both the charity and the animals it seeks to serve. We will remain professional, focussed and ever mindful of the responsibility we carry.

Funding our work

Battersea receives no Government funding and is reliant on its highly valued supporter base – from individual givers through to corporate partners and major donors, and those who leave legacies. Their contribution continues to be extraordinary and we remain committed to engaging and inspiring them. Our supporters and donors are incredibly important to us and we will continue to say thank you and to ensure they know just how vital their contribution is. Together we can increase our impact for animals, for decades to come.

We continue to operate in a period of financial and political uncertainty, and we will ensure our fundraising strategy reflects this. Those supporters that choose to leave us gifts in Wills and donate to us on a regular basis, provide a vital bedrock of support. We will intensify our focus in these core areas, but we also recognise that Battersea will need to grow and diversify its income streams. We will use innovation to respond to this challenge, to avoid reliance on any single income source.

Our ambitious Strategy provides numerous opportunities for our supporters. We will explore fundraising and funding opportunities to support new initiatives to increase pet ownership, including the Academy. We will develop mass participation activities which attract new and growing audiences and make fundraising rewarding and joyful; and we will recognise the importance of digital channels to ensure donating is convenient and straightforward for our supporters.

Our much-loved brand and sector-leading position offers considerable commercial potential, and we will seek to maximise income from trading, corporate partnerships, ecommerce and licensing activities.

Demand for transparency and impact

Keeping up-to-date and relevant will be vital in ensuring we maintain our position as a strong, credible authority. Our respected, trusted brand is essential to our continued success, and we will embrace transparency and evidence-based decision-making to demonstrate to our supporters and the wider public the impact we are delivering for animals.

Continue to innovate

Battersea's use of data and technology is critical to our current and future charitable activities of helping more dogs and cats directly and indirectly. Several of the service and fundraising innovations underpinning this Strategy will depend on the development of new IT/digital applications. We will be bold and ambitious, always 'test and learn' and not shy away from embracing new and emerging technology.

We will develop and deploy fully aligned and ambitious communications, digital and marketing strategies that will see us leading our field in finding new and innovative ways to engage and excite our multiple audiences.

We will develop an IT and Data Management Strategy which provides a roadmap of the investment in technology necessary to support the charity's ambitions over our five-year Strategy.



STRAY OVER
Innovative new events like Stray Over help raise money and awareness for our animals.

WHAT WE'LL DO

There will be a renewed focus on effective allocation of resources and ensuring that we remain up to date, relevant and pioneering.

Attracting, developing and retaining talented people by:

- Promoting and reinforcing our One Battersea approach, with continued, collaborative working between teams and across all centres.
- Continuing to grow our volunteering and fostering programme, recognising its increasingly important role in the delivery of Battersea's activities.
- Continuing to invest in learning and development, which strengthens our people to grow our organisation of excellence.
- Ensuring we have appropriate support, systems and tools in place for staff and volunteers to build emotional resilience, mental health and well-being.
- Utilising our celebrity supporters and Ambassadors to promote and raise awareness to particular campaign or welfare messages.
- Ensure our Board of Trustees operates to the highest level of good governance; that we have an effective, professional and diverse Board that supports the delivery of what the charity needs during this key strategic period.

Recognising the extraordinary contribution of our donors by:

- Building a strong and diversified Fundraising Strategy to deliver long-term financial sustainability.
- Continuing to motivate hundreds of thousands of individuals to donate to Battersea on a regular basis, and thousands of people to consider leaving a gift in their Will each year.
- Providing an increasing and diverse range of fundraising opportunities, including new mass-participation events, and making it simple for our supporters to donate to us through digital channels.
- Growing our support from Trusts, major philanthropists and corporate partners, including through the creation of restricted and designated funds focused on clearly defined projects and initiatives.
- Exploring specific funding opportunities to support animals and the humans who care for them through the benefits associated with pet ownership. Highlighting the human/animal bond demonstrates our relevance in society today and plays well into multiple national agendas.
- Increasing the funds generated through commercial activities, including retail, an active affiliates programme and our licensing programme, by leveraging the strength of the Battersea brand.



WORKING TOGETHER

Our volunteers and staff will continue to work well together, caring for our animals.



MUDDY DOG

We will continue to expand our successful Muddy Dog events.

Committing to delivering and reporting on the impact of our work through:

- Implementing an Impact Measurement Framework across all departments, to ensure our work is delivering positive impacts for animals, is evidence based and insight-driven.
- Seek external audit for the impact of our work.
- Communicating effectively with our donors and supporters so they recognise the value of their contributions and the impact of the work that they make possible.

Ensuring Battersea remains innovative, agile and committed to continuous improvement by:

- Building on our culture and values and embedding proactive, creative and innovative approaches.
- Developing an IT and Data Management Strategy. Continually striving for improved effectiveness and efficiency across our teams, activities and functions, whilst not compromising on quality and service levels.

WHAT DIFFERENCE WILL WE MAKE?**We will:**

- Attract, develop, support and retain diverse, skilled and highly engaged people.
- Ensure our Governance is effective and strong, keeping the charity, its people and its beneficiaries safe and the organisation sustainable.
- Encourage our teams to embrace change and look to where Battersea can innovate to best effect. Work together on cross-team projects with shared objectives.
- Diversify our income streams to reduce reliance on any single source and instead provide new, exciting initiatives which our supporters are motivated by.
- Measure and communicate the impact of our work to our supporters to retain them and increase our transparency.
- Ensure our technology supports the delivery of the Strategy and our working practices are effective and efficient.



THE ROAD AHEAD

As we move forward we will undoubtedly have our challenges, but Battersea remains steadfast in our commitment to be here for every dog and cat that needs us. As we embark upon this next period in our history, the enduring promise of our Founder, Mary Tealby, has never been so important.

Battersea is an organisation built on the dedication of its people and our commitment to our core Values of Care, Excellence, Determination, Respect, Integrity and Commitment. We open our doors to dogs and cats that no one else wants or can no longer keep and we care unconditionally for them all.

Our love and compassion for dogs and cats and our determination to provide them with a better world, drives everything we do.

The next five years until 2023 will see Battersea broaden its reach and increase its impact, helping not only directly those dogs and cats across our centres, but indirectly those far beyond our gates that we might never see but that need us just as much.

We are a robust, resilient and ambitious organisation with the support and trust of a strong and committed Board of Trustees. We have a Vision and Mission that set high expectations of us and Battersea remains determined to reach out further than we have ever done before, to help the many animals, people and organisations that need our help. In so doing, we will improve the lives of dogs and cats everywhere.

BATTERSEA DOGS & CATS HOME

4 BATTERSEA PARK ROAD
LONDON SW8 4AA

BATTERSEA OLD WINDSOR

PRIEST HILL, OLD WINDSOR
BERKSHIRE SL4 2JN

BATTERSEA BRANDS HATCH

CROWHURST LANE, ASH
KENT TN15 7HH

0800 001 4444

INFO@BATTERSEA.ORG.UK
BATTERSEA.ORG.UK

Patron HRH The Duchess of Cornwall, GCVO
President HRH Prince Michael of Kent, GCVO
Founder Mrs Mary Tealby 1860